



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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MARINE CORPS ORDER 5220.12

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS CONTINUOUS PROCESS IMPROVEMENT

Ref: (a) DOD Directive 5010.42, "DOD-Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program," May 15, 2008
(b) SECNAVINST 5220.14
(c) SECNAVINST 5220.13
(d) SECNAV M-5214.1

Report Required: Continuous Process Improvement Management System Report (Report Control Symbol EXEMPT), para 5c

1. Situation

a. This Order establishes Marine Corps Continuous Process Improvement (CPI) policy, roles, responsibilities, and tasks to ensure continuous improvement of our Corps. Advocates and commanders at all levels will ensure this Order is aggressively implemented in a timely manner.

b. The Marine Corps is a combat force, not a business. To be successful, however, we need to support warfighting excellence with well managed operations that are both effective and efficient.

c. References (a) through (c) establish policy and assign responsibilities to institutionalize continuous improvement within the Department of Defense and Department of the Navy (DON) and direct the use of a standard process to validate and record benefits.

d. Innovation has always been a key component of Marine Corps tradition and our leadership style. Continuous improvement is both an opportunity and an obligation. It is the responsibility of Marine leaders and supervisors at all levels to bring good ideas to the surface and support their implementation.

2. Mission. Create and sustain the capability and proclivity to apply standard improvement methods at all levels of the Corps.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Purpose. To increase the effectiveness and efficiency of Marine Corps operations in order to achieve greater warfighting capability, combat readiness, and quality of life for our Marines and their families.

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(b) Method

1. Establish standard CPI methods.
2. Put in place appropriate policy, training, infrastructure, and coordinating mechanisms to institutionalize CPI.
3. Enhance and increasingly apply the organic capability to continuously improve operations at all levels of the Corps.

(c) End state. Marine organizations persistently apply organic CPI capability to continuously improve the effectiveness and efficiency of operations that support warfighting capability, combat readiness, and quality of life for Marines and their families.

(2) Concept of Operations. CPI within the Marine Corps will be conducted in accordance with the following guidance.

(a) CPI Leadership. CPI is led by the Marine Requirements Oversight Council (MROC) and supports accomplishment of the strategic mission priorities in the Commandant's Guidance. MROC members and senior leaders are responsible to use CPI to coordinate, improve, and monitor the end-to-end performance of the operations of the Marine Corps which are defined by the following strategic, core value streams:

CORE VALUE STREAMS

LEADERS

TITLE 10 CORE VALUE STREAMS:

Organize: Expeditionary Force Development	DC CD&I
Man: Human Resource Development	DC M&RA
Train	CG TECOM
Equip - Ground: Total Life Cycle Management	DC I&L
Equip - Aviation: Total Life Cycle Management	DC AVN

SUPPORTING CORE VALUE STREAMS:

Information Technology	Dir C4/CIO
Installation Management	DC I&L
Financial Resource Management	DC P&R
Acquisition	CG MARCORSYSCOM

(b) Policy and Standard Methods. Standard improvement tools and methodologies will be adopted and applied throughout the Marine Corps as appropriate..

(c) Retention of CPI Benefits. CPI benefits will be retained by the organizations that create them.

(d) CPI Planning and Coordination. A standing Marine Corps CPI Working Group comprised of core value stream and Marine Force (MARFOR) CPI coordinators will assist and support development and implementation of CPI standard methods. Planning and coordination will also occur during an annual Marine Corps CPI Symposium.

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(e) Skills Development and Training. The Headquarters Marine Corps (HQMC) CPI Program Office will design, maintain, and deliver CPI training curriculum in coordination with the Training and Education Command (TECOM) and the Marine Corps University (MCU). A "learn by doing" approach will be used to develop CPI skills; each trainee will be assigned a mentor in coordination with the CPI Program Office, and will be expected to complete projects that improve his/her organization. Training standards and instructor certification criteria will be codified in the CPI Guidebook described in paragraph 4. CPI training will be delivered at 3 levels.

1. CPI Level I Practitioner (Green Belt) training provides basic skills in CPI tools and techniques for practitioners working on a part-time basis on small-scale initiatives within their home organization.

2. CPI Level II Practitioner (Black Belt) training provides more advanced skills in CPI tools and techniques for practitioners working full-time (or in some cases part-time) on larger, more complex initiatives within their home organization and, on cross-value stream initiatives, as required.

3. CPI Level III Practitioner (Master Black Belt) training provides additional advanced CPI skills to experienced Black Belts who are full-time personnel. These personnel are primarily assigned to Regional CPI Support Teams and generally assist organizational leaders in developing local, organic CPI capability by conducting CPI training, mentoring black belts, conducting highly complex CPI projects, and helping to lead Core Value Stream improvement efforts.

(f) Strong Program Infrastructure. The four elements of the Marine Corps CPI program infrastructure are a HQMC program office; Regional CPI Support Teams; Business Performance Offices (BPOs) on each active component installation; and, a CPI cell within each flag level organization.

(g) CPI Metrics. The most important metric in CPI is to complete projects and produce results that matter. Results that matter are aligned to CMC and local command priorities and improve performance as measured by speed, cost, safety, and quality. Critical to successful CPI initiatives is effective planning and leadership which creates the foundation for action, ensures strategically aligned improvement events, and sets sufficient conditions for success. In support of the requirement to monitor results and replicate success, a standard, automated tool known as the Continuous Process Improvement Management System (CPIMS) will be used to share information and lessons learned, report results and benefits of each event, and, when appropriate, enable the replication of results.

(h) Related Programs. CPI will be synchronized with Business Enterprise Architecture, internal control, and readiness programs.

b. Tasks

(1) Core Value Stream Leaders

(a) Champion CPI within the assigned core value stream, align projects with CMC priorities, and ensure conditions for success are set.

(b) Enable and resource CPI capabilities, regardless of organizational boundaries, to the level required to support CPI events across the core value stream, and coordinate CPI capability, support, and training needs for Core Value Stream improvement with the CPI Program Office.

(c) Document and oversee implementation of the appropriate Enterprise Architecture for the assigned core value stream to achieve effective, aligned performance and to optimize investment in information.

(d) Establish performance measures and goals, monitor progress, identify priorities, resource CPI efforts appropriately, and ensure CPI is coordinated effectively across organizational boundaries.

(e) Designate a colonel/GS-15/YC-3 to coordinate the CPI effort across the value stream and serve as a member of the Marine Corps CPI Working Group.

(f) Identify and manage risk in the assigned core value stream that could impact achievement of CMC goals and objectives.

(2) Deputy Commandant for Installations & Logistics (DC I&L)

(a) Lead the Marine Corps CPI Program and report CPI progress and barriers to the MROC, and others, as directed.

(b) Appoint the Director, Marine Corps Business Enterprise Office (MCBEO) to serve as the principal CPI advisor for the Marine Corps with the authority, responsibility, and resources to implement CPI policy; establish and support a HQMC CPI Program Office to develop, publish and maintain CPI standards, tools, methods, certifications, body of knowledge (BOK), provide CPI and CPI Management System (CPIMS) training, and to staff and support the regional CPI support teams; establish regional CPI Program Support Teams to assist Marine Corps organizations in the rapid deployment of CPI by providing CPI support, guidance, facilitation, mentoring, and training in appropriate CPI tools and methods; implement CPIMS; chair the Marine Corps CPI Working Group; oversee CPI training and certifications; coordinate the Marine Corps CPI program requirements and risks through the Planning, Programming, Budgeting and Execution System; and represent the Marine Corps on CPI and Chief Management Officer matters.

(c) Direct the Commanding General, Marine Corps Logistics Command (LOGCOM) to designate a colonel/GS-15/YC-3 to lead the LOGCOM CPI effort and to serve as a member of the Marine Corps CPI Working Group.

(3) Deputy Commandant for Programs & Resources (DC P&R). Coordinate with DC I&L to ensure financial benefits are validated and reported in the Program Budget Information System, as appropriate.

(4) Deputy Commandant for Aviation (DC AVN). Coordinate between Naval Aviation Enterprise leadership and DC I&L to ensure maximum consistency of CPI concepts and methodologies within the Marine Corps.

(5) Deputy Commandant for Combat Development & Integration (DC CD&I). Coordinate among the CG, Training and Education Command (TECOM); President, Marine Corps University; and the Director, MCBEO, to develop and incorporate CPI training within Marine Corps training and education curriculum.

(6) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA)

(a) Coordinate with DC I&L to integrate civilian-Marine leadership development with Level II and III CPI training and certification.

(b) Collect and monitor CPI credentials and certifications in official military and civilian personnel records.

(7) Deputy Commandant for Plans, Policy, and Operations (DC PP&O). Coordinate with DC CD&I and DC I&L to ensure CPI efforts are focused on improving warfighting capability and combat readiness.

(8) Director, Command, Control, Communications, and Computers (C4)/Chief Information Officer (CIO). Ensure integration of Information Technology investments and efforts to map and improve core value streams with development and sustainment of Business Enterprise Architecture requirements.

(9) Marine Force Commanders

(a) Develop, sustain, and support an organic CPI capability across the entire organization regardless of core value stream boundaries.

(b) Focus and align the CPI effort by identifying specific priorities for the application of CPI and performance metrics.

(c) Recommend performance measures and goals, priorities, and CPI resource distribution to the Core Value Stream Leaders.

(d) Assign Business Performance Offices (BPOs) at active component installations the mission to develop their Level II and III CPI skills to support CPI projects, mentor Level I and Level II students, and provide CPI instruction in accordance with the approved USMC CPI training curriculum in general support of all organizations aboard each installation.

(e) Use existing incentive award and performance compensation programs to reward CPI achievements of individuals at all levels.

(f) Designate a colonel/GS-15/YC-3 to lead the MARFOR CPI effort and to serve as a member of the Marine Corps CPI Working Group.

(g) Direct Marine Corps Installation (MCI) commanders to designate a colonel/GS-15/YC-3 to lead the MCI CPI effort and to serve as a member of the Marine Corps CPI Working Group.

(10) Commanding Generals, Marine Corps Recruiting Command and Training and Education Command. Coordinate with DC M&RA in the end-to-end implementation of CPI in human resource development value streams to man and train the Marine Air Ground Task Force.

(11) Installation Commanders not aligned under the MARFORs. Assign BPOs at active component installations the mission to develop their Level II and III CPI skills to support CPI projects, mentor Level I and Level II students, and provide CPI instruction in accordance with the approved Marine Corps CPI training curriculum in general support of all organizations aboard each installation.

(12) Leaders and supervisors at all levels

(a) Lead CPI efforts in respective organizations, actively sponsor implementation of improvement ideas, and ensure sufficient resources are applied to each project to enable success.

(b) Use existing incentive award and performance compensation programs to reward CPI achievements of individuals at all levels.

(c) Support CPI Working Group members by providing them with the information necessary to support development, coordination, and implementation of CPI standards, methods, and skills.

(d) Ensure that CPI efforts/projects are strategically aligned to create the highest return on CPI investment.

(e) Ensure subordinate leaders are complying with the spirit and intent of this Order and are creating a culture of continuous improvement through leadership, individual commitment, and communication.

(f) Ensure personnel nominated for level I and level II skills training are assigned to and complete at least 2 events.

4. Administration and Logistics

a. Administration

(1) The MCBE0 will coordinate an annual Marine Corps CPI Symposium to share lessons and replicate success among Marine Corps organizations.

(2) The MCBE0 will publish and update, as required, a CPI Guidebook to promulgate standard Marine Corps CPI methods and tools, training curriculum, and CPI skill certification criteria. Use of these standard methods, tools, training, and skill certifications by all Marine Corps organizations is mandatory.

(3) Regional Marine Corps CPI Support Teams have been established to provide CPI training and implementation support to Marine Corps organizations. CPI Support Team-East supports organizations on the East Coast and in the National Capital Region. CPI Support Team-West supports organizations on the West Coast and in Hawaii and Japan. Requests for CPI training and implementation support from regional CPI Support Teams will be submitted through the chain of command to the Marine Corps CPI Program Office. Once a request is approved, direct liaison will be authorized between the regional CPI Support Team and the supported organization to plan and deploy CPI in the organization and to provide all other support as required.

b. Logistics

(1) CPI is intended to be an integral, self-sufficient function within all Marine Corps organizations.

(2) CPI Level I, II, and III training will be funded, coordinated, and delivered as required by the MCBE0, CPI Program Office. Organizations

will provide resources to sustain their CPI efforts and for travel and per diem associated with CPI training and the annual Marine Corps CPI Symposium.

c. Reports. CPIMS is the standard DON automated tool for managing and governing Marine Corps CPI. Organizations implementing CPI will receive information and training from the appropriate Regional CPI Support Team for access and use of CPIMS. CPI project information and the current status of all projects will be recorded in CPIMS by the chartering organization. This reporting requirement is exempt from reports control according to reference (d), Part IV, paragraph 7h. CPIMS will be used to:

- (1) Assist CPI practitioners in project management.
- (2) Provide standard templates and tools for project execution.
- (3) Record status, results, and benefits of each project.
- (4) Serve as a clearinghouse for CPI information and best practices.

5. Command and Signal

- a. Command. This Order is applicable to the Total Force Marine Corps.
- b. Signal. This Order is effective the date signed.



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